



COTTAGE GROVE CITY COUNCIL
11099 SO HWY 61
COTTAGE GROVE, MN 55016
RIVER OAKS GOLF COURSE - 5:00 PM

April 15, 2026

- 1 Call to Order
- 2 Agenda
 - A 2026-2030 River Oaks Business Plan
Staff Recommendation: Review and provide feedback to the 2026-2030 River Oaks Business Plan.
- 3 Adjournment



City Council Action Request

2.A.

Meeting Date 4/15/2026

Department Administration

Agenda Category Action Item

Title 2026-2030 River Oaks Business Plan

Staff Recommendation Review and provide feedback to the 2026-2030 River Oaks Business Plan.

Budget Implication N/A

Attachments

1.	Memo-River Oaks Business Plan
2.	River Oaks 2025 Recap
3.	2026-2030 River Oaks Business Plan
4.	Course Improvement Study (draft)



To: Honorable Mayor and City Council
From: Zac Dockter, Parks and Recreation Director
CC: Dennis Neitz, River Oaks General Manager
Jennifer Levitt, City Administrator
Date: April 8, 2026
Subject: 2026-2030 River Oaks Business Plan

Introduction/Background

Every five years, staff updates its' business plan for the River Oak's operation. This is done to assure operations and services to the community remain relevant in the market place and give customers and residents the best value for their patronage and investment. The plan also prepares for capital improvement necessary to assure the facility and equipment operates efficiently and safely to maintain a strong infrastructure for the business.

Staff is looking forward to presenting the plan and receiving feedback at City Council's April 15, 2026 workshop.

Staff Recommendation

Review and provide feedback to the 2026-2030 River Oaks Business Plan.



2025 Recap

2025 Performance Update

The 2025 season marked another year of strong performance, strategic investment, and continued growth for River Oaks Golf Course and Event Center. Entering our 35th season, the results reflect both operational discipline and our commitment to enhancing the overall customer experience.

River Oaks closed 2025 with a **profit exceeding \$108,000**, supported by a **sales increase of more than 5%** across golf, events, and food and beverage operations. Golf activity strengthened significantly, with **2,500 additional rounds played** and a **3% increase in average greens fees**, showing sustained demand and confidence in course quality. Practice facilities also performed exceptionally well, with **practice range revenue increasing by 15%**.

Capital investment remained a central focus in 2025. The facility invested **more than \$285,000 in capital improvements**, along with **over \$35,000 in irrigation financing payments** to support long-term course health, water efficiency, and consistent playability. These improvements continue to modernize the facility and position River Oaks for future growth.

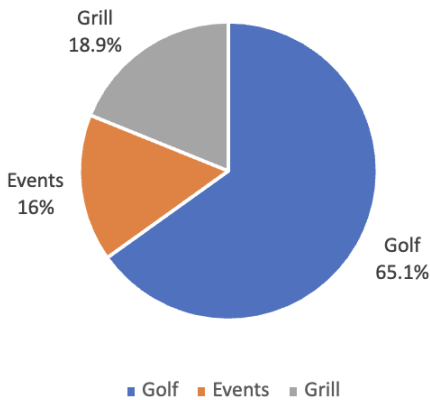
Food and beverage operations also advanced through targeted upgrades. In the fall, we invested in new **By The Yard patio furniture**, enhancing the grill's outdoor dining environment for 2026 and strengthening its appeal to both golfers and non-golfing community members. This upgrade supports our strategy of expanding the grill's reach beyond the course and elevating the facility as a welcoming community destination.

Our events operation also evolved in 2025. While the Event Manager position remained unfilled, the team delivered **higher profitability per event**, demonstrating strong operational execution. At the same time, the event landscape continues to become more competitive, with new venues opening in recent years. River Oaks is actively adapting its event strategy to ensure we can compete effectively across a wide range of event types and customer needs. This includes improved service processes, more flexible event packages, and ongoing facility enhancements that keep River Oaks relevant in a changing market.

Overall, 2025 was defined by solid financial results, meaningful operational improvements, and strategic investments that strengthen all three pillars of the business; Golf, Events, and Grill. As we move into our 35th season, River Oaks is well-positioned for continued growth, enhanced community engagement, and long-term operational stability.

2025 Overview

2025 Revenue % of Sales



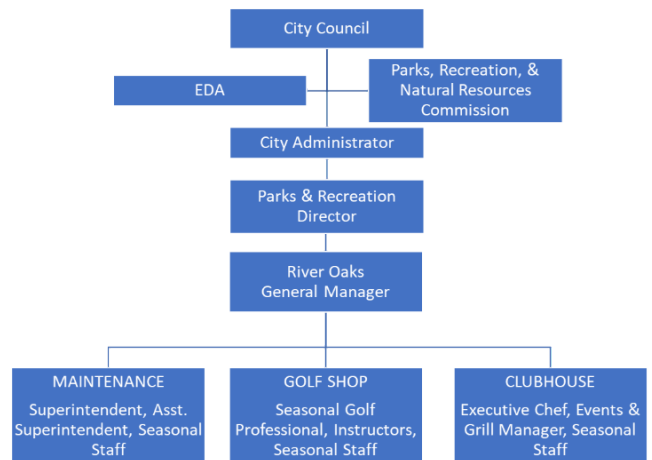
WHO WE ARE: River Oaks Golf Course and Event Center offer a wide range of services for our community. Now in our 35th season since opening in 1991, we continue our commitment to delivering high-quality golf, events, dining, and outdoor recreation. While every part of our operation plays an important role in our long-term success, golf remains the keystone of the business; providing both direct and indirect revenue that supports and strengthens the entire River Oaks experience.

Over the past five years, we have focused on building a consistent business model centered on delivering an excellent customer experience. Maintaining this standard is the responsibility of every department and every employee at River Oaks. When customers choose to spend their money with us; whether for golf, events, or dining; we want to ensure their needs are met at every step of their visit.

OPERATIONAL STRUCTURE: The River Oaks Golf Course and Event Center business model continues to evolve to meet customer needs while also adapting to rapid changes in the industry, economy, and workforce. New technologies, especially AI-powered tools, are helping us streamline tasks, improve efficiency, and better support staff across all departments.

Despite these efficiencies, staffing the operation with the right skill sets remains our biggest challenge, particularly in roles that require both consistency and specialized knowledge. Our Event Manager position has remained unfilled, underscoring the difficulty of finding the right fit for our operation. At the same time, we have seen encouraging improvements in seasonal hiring this past year, helping stabilize core operations during peak periods.

Over the past five years, River Oaks has grown from \$1.9M to \$3.3M in revenue. As a service-based business, continued growth requires reliable personnel support. Historically, we relied heavily on seasonal and part-time employees. However, with rising wages and the increasing importance of operational consistency, investing in AI and finding the right fit in staff will provide greater stability and improve service levels with minimal financial impact.



PAYROLL:

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Payroll										
Golf	\$248,636	\$171,035	\$169,982	\$187,136	\$328,100	\$301,859	\$405,446	\$409,816	\$463,252	\$500,710
Maintenance	\$305,135	\$323,561	\$325,905	\$339,697	\$367,115	\$412,652	\$408,823	\$459,648	\$519,236	\$529,411
Clubhouse - Eagles & Events	\$398,990	\$364,380	\$468,765	\$517,030	\$321,965	\$502,173	\$506,812	\$628,429	\$701,350	\$662,072
Gratuities	\$47,541	\$53,601	\$78,803	\$92,229	\$39,350	\$85,607	\$106,710	\$142,972	\$132,668	\$136,296
Overall Payroll	\$952,761	\$858,976	\$964,652	\$1,043,863	\$1,017,180	\$1,216,684	\$1,321,081	\$1,497,893	\$1,683,838	\$1,828,489

Revenue										
Golf	\$913,204	\$904,791	\$953,407	\$1,082,834	\$1,382,187	\$1,615,297	\$1,615,890	\$1,807,686	\$1,967,229	\$2,151,054
Maintenance	\$0	\$0	\$0	\$1,879	\$0	\$0	\$0	\$4,519	\$0	\$0
Clubhouse - Eagles & Events	\$558,471	\$554,275	\$777,317	\$885,027	\$481,294	\$833,232	\$991,292	\$1,206,167	\$1,182,944	\$1,149,215
Total Revenue	\$1,471,675	\$1,459,066	\$1,730,724	\$1,969,740	\$1,863,481	\$2,448,529	\$2,607,182	\$3,018,372	\$3,150,173	\$3,300,269

Payroll as a Percent of Revenue										
Golf	60.6%	54.7%	52.0%	48.6%	50.3%	44.2%	50.4%	48.0%	49.9%	47.8%
Clubhouse - Eagles & Events	68.8%	62.1%	55.8%	53.6%	63.9%	55.7%	45.2%	45.7%	54.1%	51.6%
Overall	63.6%	57.3%	53.6%	50.7%	53.6%	47.9%	48.6%	47.1%	51.4%	49.0%

FINANCIAL PERFORMANCE:

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Golf Services										
Revenue	\$913,204	\$904,791	\$953,407	\$1,084,713	\$1,382,187	\$1,615,297	\$1,615,890	\$1,807,686	\$1,967,229	\$2,151,054
Expense										
- Personal Services - Golf Shop	\$248,638	\$171,035	\$169,982	\$187,136	\$328,100	\$301,859	\$405,446	\$409,816	\$463,252	\$500,710
- Personal Services - Maintenance	\$305,135	\$323,561	\$325,905	\$339,697	\$367,115	\$412,652	\$408,823	\$459,648	\$519,236	\$529,411
- Commodities - Golf Shop	\$7,318	\$5,508	\$7,701	\$6,318	\$14,540	\$34,882	\$27,962	\$25,416	\$46,629	\$31,855
- Commodities - Maintenance	\$108,148	\$106,910	\$109,978	\$111,833	\$107,106	\$136,239	\$167,960	\$180,159	\$153,942	\$148,369
- Contractual - Golf Shop	\$123,571	\$100,139	\$113,142	\$139,315	\$171,614	\$265,743	\$284,994	\$358,100	\$338,096	\$320,517
- Contractual - Maintenance	\$45,149	\$43,580	\$38,109	\$38,171	\$47,137	\$76,084	\$70,193	\$116,313	\$94,341	\$83,946
- Capital - Golf Shop	\$0	\$10,135	\$0	\$5,458	\$0	\$29,263	\$0	\$0	\$0	\$4,601
- Capital - Maintenance	\$44,901	\$67,198	\$110,581	\$82,097	\$89,192	\$104,470	\$90,158	\$0	\$151,213	\$189,620
- Financing	\$38,200	\$0	\$0	\$42,061	\$0	\$0	\$0	\$5,480	\$34,640	\$35,339
- Financing - Maintenance										
Total Expense	\$921,060	\$828,066	\$875,398	\$952,086	\$1,124,805	\$1,361,192	\$1,455,536	\$1,554,932	\$1,801,349	\$1,844,368
Clubhouse - The Eagles & Events										
Revenue	\$558,471	\$554,275	\$777,317	\$885,027	\$481,294	\$833,232	\$991,292	\$1,206,309	\$1,182,944	\$1,149,215
Expense										
- Personal Services	\$398,990	\$364,380	\$468,765	\$517,030	\$321,965	\$502,173	\$506,812	\$628,429	\$701,350	\$662,072
- Commodities	\$33,774	\$29,153	\$32,651	\$41,527	\$19,710	\$48,986	\$39,238	\$56,178	\$43,976	\$37,413
- Contractual	\$297,672	\$283,524	\$341,641	\$405,313	\$235,911	\$362,473	\$422,445	\$473,446	\$474,773	\$498,796
- Capital	\$4,110	\$43,195	\$0	\$6,422	\$54,675	\$36,049	\$46,965	\$12,702	\$77,252	\$91,641
- Financing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expense	\$734,546	\$720,252	\$843,057	\$970,292	\$632,261	\$949,681	\$1,015,460	\$1,170,755	\$1,297,351	\$1,289,922
Overall										
Revenue	\$1,471,675	\$1,459,066	\$1,730,724	\$1,969,740	\$1,863,481	\$2,448,529	\$2,607,182	\$3,018,395	\$3,150,173	\$3,300,269
Inv Interest Revenue	\$0	\$0	\$860	\$428	\$134	-\$1,310	-\$4,277	\$14,112	\$10,969	\$17,420
Expense	\$1,655,606	\$1,548,318	\$1,718,455	\$1,922,378	\$1,757,066	\$2,310,873	\$2,470,996	\$2,725,687	\$3,098,700	\$3,134,290
Credit Card Fees	\$24,256	\$23,518	\$28,997	\$32,332	\$42,389	\$46,670	\$49,423	\$58,138	\$62,434	\$74,536
Profit/Loss	-\$208,187	-\$112,770	-\$15,868	\$15,458	\$64,161	\$89,676	\$82,486	\$244,282	\$8	\$108,863

Golf Services Recap

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Golf Shop										
Rounds Played	28,479	29,561	30,193	33,382	40,116	41,096	40,574	42,637	42,757	45,266
Greens Fee Revenue	\$583,429	\$568,167	\$628,606	\$678,434	\$680,538	\$910,977	\$925,901	\$1,079,206	\$1,181,926	\$1,289,317
Average Greens Fee Per Round	\$20.49	\$19.22	\$20.82	\$20.32	\$16.96	\$22.17	\$22.82	\$25.31	\$27.64	\$28.48
Overall Dollars Per Player	\$32.06	\$30.60	\$31.58	\$32.44	\$34.45	\$39.31	\$39.55	\$42.59	\$46.34	\$47.62
Range Revenue	\$46,670	\$47,690	\$50,963	\$63,874	\$94,688	\$142,498	\$145,523	\$166,551	\$185,634	\$213,193
Golf Days	251	222	191	216	166	201	205	198	196	206
Rain Days	52	64	49	47	16	21	52	26	67	36

Maintenance Recap

EQUIPMENT REPLACEMENT PROGRAM:

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Maintenance										
Fuel	\$17,929	\$21,189	\$26,511	\$22,934	\$15,133	\$28,479	\$43,340	\$36,018	\$31,184	\$32,240
Fertilizer	\$32,566	\$32,170	\$28,993	\$29,016	\$36,619	\$31,279	\$34,261	\$46,912	\$43,188	\$40,799
Equipment Repair	\$34,250	\$27,088	\$21,183	\$19,235	\$17,714	\$27,473	\$43,857	\$36,265	\$33,006	\$31,678

Clubhouse – The Eagles & Events Recap

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Rentals										
Rentals	\$15,511	\$23,708	\$30,026	\$35,313	\$16,589	\$14,850	\$52,302	\$52,791	\$83,295	\$48,290
Food - Cost of Goods Sold										
Cost of Goods	\$132,029	\$106,061	\$132,558	\$159,545	\$74,586	\$138,058	\$167,545	\$194,755	\$177,576	\$205,513
Revenue	\$286,698	\$286,737	\$365,314	\$436,956	\$183,779	\$353,026	\$429,269	\$552,955	\$490,428	\$513,808
Total Expense	46.1%	37.0%	36.3%	36.5%	40.6%	39.1%	39.0%	35.2%	36.2%	39.9%
Alcohol - Cost of Goods Sold										
Cost of Goods	\$41,200	\$49,716	\$62,675	\$67,107	\$44,947	\$74,977	\$79,030	\$88,400	\$94,357	\$90,381
Revenue	\$182,386	\$177,914	\$263,525	\$279,168	\$198,543	\$325,531	\$336,577	\$394,501	\$407,997	\$395,029
Total Expense	22.6%	27.9%	23.8%	24.0%	22.6%	23.0%	23.5%	22.4%	23.1%	22.8%
NA Beverages - Cost of Goods Sold										
Cost of Goods	\$11,519	\$12,009	\$14,348	\$17,006	\$15,282	\$24,479	\$23,639	\$31,453	\$32,295	\$30,462
Revenue	\$23,503	\$13,805	\$33,139	\$39,652	\$41,633	\$51,552	\$64,578	\$58,918	\$57,707	\$50,998
Total Expense	49.0%	87.0%	43.3%	42.9%	36.7%	47.5%	36.6%	53.4%	56.0%	59.7%
Overall Clubhouse - Cost of Goods Sold										
Cost of Goods	\$184,748	\$167,786	\$209,581	\$243,658	\$134,815	\$237,514	\$270,215	\$314,608	\$304,228	\$326,356
Revenue	\$492,587	\$478,456	\$661,978	\$755,776	\$423,955	\$730,109	\$830,424	\$1,006,374	\$956,132	\$959,835
Total Expense	37.5%	35.1%	31.7%	32.2%	31.8%	32.5%	32.5%	31.3%	31.8%	34.0%



2026 – 2030 Business Plan

Summary

River Oaks Golf Course – “Lead with vision, manage with precision - creating a five-year roadmap that turns ambition into achievement.”

From 2021–2025, River Oaks delivered strong financial results and important facility upgrades that strengthened our role as a key community asset. **Revenue increased 35%, generating over \$525,000 in profit, and we consistently hosted more than 40,000 rounds annually.** We upgraded the irrigation system, golf shop, and patio furniture, surpassed \$1.1 million in clubhouse sales, improved playability through enhancements to holes 10 and 18, implemented strategic bunker reduction, and targeted tree clearing. These improvements reflect disciplined management and responsible stewardship of a valued city facility.

In recent years, River Oaks has significantly elevated the guest experience, reinforcing our reputation as a premier regional destination. We have also partnered with professional course designers to ensure our decisions are strategic, forward-thinking, and aligned with industry best practices.

Looking ahead, our approach is intentional and conservative, reflecting current economic conditions and global uncertainty. Rather than pursuing large capital projects immediately, we will prioritize high-impact improvements that support guests and staff while preserving fiscal flexibility. This positions River Oaks to respond quickly when larger opportunities become viable.

Future Vision and Aspirations through 2030

- Modernizing the practice range with fully autonomous technology.
- Enhancing outdoor comfort with a covered, heated, and fan-cooled patio space.
- Systematically updating bunkers, cart paths, shelters, and ponds.
- Exploring new event concepts such as an outdoor pavilion and a speakeasy-style venue.

Why This Approach Matters

A measured, incremental strategy protects the financial strength of River Oaks while continuing to enhance the guest experience. This balanced approach keeps us competitive today and prepares us for future transformative projects.

River Oaks remains committed to being a strong financial performer, a valued community amenity, and a facility the City of Cottage Grove can proudly showcase.

Company Overview & Past Performance

COMPANY SUMMARY: River Oaks is a premier municipal golf and entertainment destination featuring an 18-hole scenic golf course with a par of 71, enriched by 52 sand bunkers and three natural water features. Recognized by Golf Digest as a “4½-Star Best Places to Play,” the course provides a memorable experience for golfers of all skill levels. Our clubhouse is home to a beautiful event center capable of hosting up to 225 guests, as well as The Eagles Bar & Grill, which offers exceptional seasonal dining and a patio overlooking the course with stunning views of the Mississippi River Valley. In recent years, River Oaks has expanded its appeal by adding bocce ball courts and an outdoor bar, quickly establishing itself as a go-to destination for social groups, community gatherings, and year-round entertainment.

MISSION STATEMENT: At River Oaks, our mission is to create an Exceptional Experience, Strong Value & Fiscal Responsibility. On the course and throughout our facilities, we are committed to continuous innovation and improvement, ensuring every experience reflects exceptional service, strong value, and a genuine sense of community for Cottage Grove residents and visitors alike.

COMPANY HISTORY: Opened in July 1991, River Oaks is a municipal golf course owned by the City of Cottage Grove and proudly operated under the Parks & Recreation Department. The course is open to the public and maintains strong affiliations with industry organizations including the Minnesota Golf Association (MGA), National Golf Course Owners Association (NGCOA), Public Country Club (PCC), and the Golf Course Superintendents Association of America (GCSAA).

In 2001, River Oaks expanded its offerings with the addition of the event center and grill, allowing the facility to host weddings, celebrations, corporate functions, and provide year-round opportunities for both golfers and community members. Continuing to evolve with guest needs, River Oaks added an outdoor bar area and bocce ball courts in 2019, establishing the property as a broader recreation and entertainment destination. In 2020, we further expanded our banquet kitchen to support increased catering services and enhance event operations.

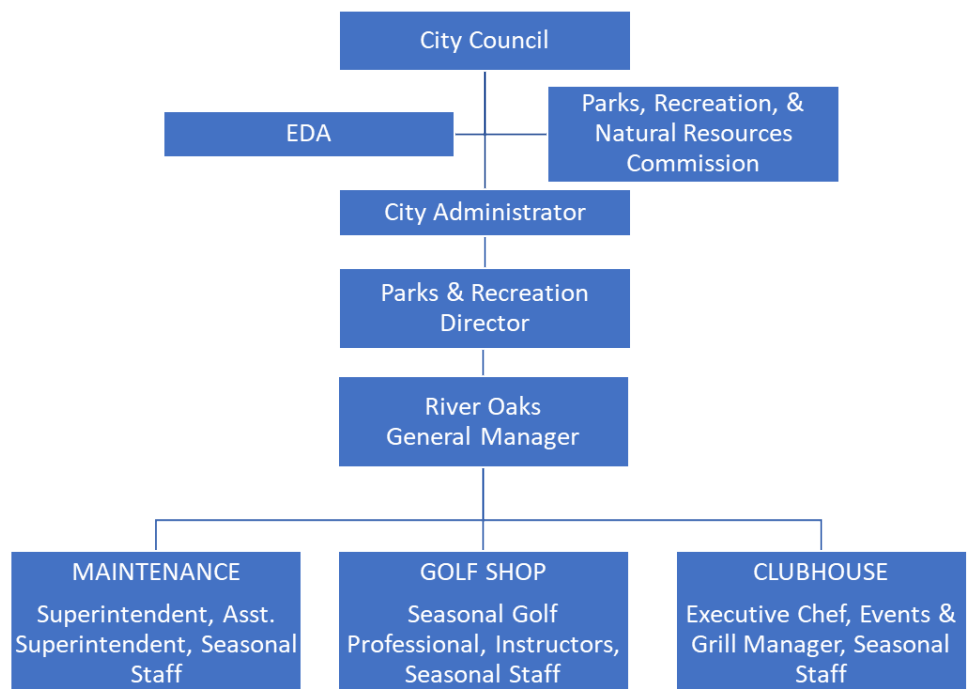
Since then, River Oaks has continued to modernize and grow, improving guest experience, strengthening operational efficiency, expanding programming, and enhancing outdoor amenities. These efforts have positioned the facility as a premier community hub for golf, dining, and events as we move into 2026 and beyond.

WHO WE ARE: River Oaks Golf Course and Event Center is a full-service community destination offering golf, events, dining, and outdoor recreation. For more than three decades, we have proudly served the needs of Cottage Grove residents and visitors by providing a welcoming environment where people can play, celebrate, and connect. While every part of our operation contributes to a strong and sustainable business, golf remains the keystone of

River Oaks; driving both direct revenue and the broader activity that supports our event center, grill, and outdoor amenities.

In recent years, we have placed a strong emphasis on elevating the customer experience across all departments. Creating memorable moments for our guests is a shared responsibility, and every team member plays a role in delivering exceptional service on the course, in the event center, and at Eagles Bar & Grill. Whether guests join us for a round of golf, a celebration, or a casual meal, our commitment is to understand their needs, provide genuine hospitality, and ensure that every visit to River Oaks feels valued, seamless, and enjoyable.

OPERATIONAL STRUCTURE: River Oaks Golf Course and Event Center is managed and maintained by five full time staff which include: General Manager, Superintendent, Assistant Superintendent, Executive Chef, Events/Grill Manager along with our PGA Golf Professional. We also employ over 120 seasonal, part time staff members that support all departments within our facility.



Although our payroll has increased over the past five years, our payroll as a percent of revenue has remained similar over the same time period. Our goal by 2030 is to have overall payroll at 45% of revenue.

	2021	2022	2023	2024	2025
Payroll					
Golf	\$301,859	\$405,446	\$409,816	\$463,252	\$500,710
Maintenance	\$412,652	\$408,823	\$459,648	\$519,236	\$529,411
Clubhouse - Eagles & Events	\$502,173	\$506,812	\$628,429	\$701,350	\$662,072
Gratuities	\$85,607	\$106,710	\$142,972	\$132,668	\$136,296
Overall Payroll	\$1,216,684	\$1,321,081	\$1,497,893	\$1,683,838	\$1,828,489
Revenue					
Golf	\$1,615,297	\$1,615,890	\$1,807,686	\$1,967,229	\$2,151,054
Maintenance	\$0	\$0	\$4,519	\$0	\$0
Clubhouse - Eagles & Events	\$833,232	\$991,292	\$1,206,167	\$1,182,944	\$1,149,215
Total Revenue	\$2,448,529	\$2,596,109	\$3,022,404	\$3,150,173	\$3,300,269
Payroll as a Percent of Revenue					
Golf	44.2%	50.7%	47.9%	49.9%	47.8%
Clubhouse - Eagles & Events	55.7%	45.2%	45.7%	54.1%	51.6%
Overall	47.9%	48.8%	47.1%	51.4%	49.0%

FINANCIAL PERFORMANCE: River Oaks has been seeing growth in our revenue and between 2021-2025 was able to profit over \$525,000

	2021	2022	2023	2024	2025
Golf Services					
Revenue	\$1,615,297	\$1,615,890	\$1,807,686	\$1,967,229	\$2,151,054
Expense					
- Personal Services - Golf Shop	\$301,859	\$405,446	\$409,816	\$463,252	\$500,710
- Personal Services - Maintenance	\$412,652	\$408,823	\$459,648	\$519,236	\$529,411
- Commodities - Golf Shop	\$34,882	\$27,962	\$25,416	\$46,629	\$31,855
- Commodities - Maintenance	\$136,239	\$167,960	\$180,159	\$153,942	\$148,369
- Contractual - Golf Shop	\$265,743	\$284,994	\$358,100	\$338,096	\$320,517
- Contractual - Maintenance	\$76,084	\$70,193	\$116,313	\$94,341	\$83,946
- Capital - Golf Shop	\$29,263	\$0	\$0	\$0	\$4,601
- Capital - Maintenance	\$104,470	\$90,158	\$0	\$151,213	\$189,620
- Financing - Irrigation	\$0	\$0	\$5,480	\$34,640	\$35,339
- Financing - Maintenance	\$0	\$0	\$0	\$0	\$0
Total Expense	\$1,361,192	\$1,455,536	\$1,554,932	\$1,801,349	\$1,844,368

Clubhouse - The Eagles & Events					
Revenue	\$833,232	\$991,292	\$1,206,309	\$1,182,944	\$1,149,215
Expense					
- Personal Services	\$502,173	\$506,812	\$628,429	\$701,350	\$662,072
- Commodities	\$48,986	\$39,238	\$56,178	\$43,976	\$37,413
- Contractual	\$362,473	\$422,445	\$473,446	\$474,773	\$498,796
- Capital	\$36,049	\$46,965	\$12,702	\$77,252	\$91,641
- Financing	\$0	\$0	\$0	\$0	\$0
Total Expense	\$949,681	\$1,015,460	\$1,170,755	\$1,297,351	\$1,289,922

Overall					
Revenue	\$2,448,529	\$2,607,182	\$3,013,995	\$3,150,173	\$3,300,269
Inv Interest Revenue	-\$1,310	-\$4,277	\$14,112	\$10,969	\$17,420
Expense	\$2,310,873	\$2,470,996	\$2,725,687	\$3,098,700	\$3,134,290
Credit Card Fees	\$46,670	\$49,423	\$58,138	\$62,434	\$74,536
Profit/Loss	\$89,676	\$82,486	\$244,282	\$8	\$108,863

Department Overview – Golf Services

2021	2022	2023	2024	2025
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Golf Shop					
Rounds Played	41,096	40,574	42,637	42,757	45,266
Greens Fee Revenue	\$910,977	\$925,901	\$1,079,206	\$1,181,926	\$1,289,317
Average Greens Fee Per Round	\$22.17	\$22.82	\$25.31	\$27.64	\$28.48
Overall Dollars Per Player	\$39.31	\$39.55	\$42.59	\$46.34	\$47.62
Range Revenue	\$142,498	\$145,523	\$166,551	\$185,634	\$213,193
Golf Days	201	205	198	196	206
Rain Days	21	52	26	67	36

PRODUCT AND SERVICE OFFERING:

TRENDS IN GOLF: Current trends in the golf industry continue to shape how golfers interact with courses and how

Golf Course	Practice Range	Shotgun Golf Tournaments
Season Pass	Leagues	\$10 Junior Golf
Group Lessons, Camps, & Clinics	Individualized Instruction	State Of The Art Golf Carts
Golf Related and Branded Merchandise	Regripping	Group Golf Outings

facilities evolve to meet new expectations. Technology remains at the forefront, with increased use of GPS systems, digital scorekeeping, swing-analysis apps, and targeted skill-improvement tools. Courses are also leveraging digital platforms for tee time bookings, mobile check-ins, and even cart advertising.

Operational trends include the growth of **dynamic pricing**, allowing courses to maximize revenue by adjusting rates based on demand, time of day, and weather. Advances in **autonomous equipment**, such as robotic mowers and ball-pickers, are also beginning to reshape maintenance efficiency and labor planning.

From a programming standpoint, experience-based offerings are becoming increasingly popular. Combo events; such as golf paired with dinner, lessons combined with a drink, or themed social nights; attract both golfers and non-golfers. Membership models are evolving as well, with rising interest in **nomadic memberships, monthly subscription-style programs**, and the **resurgence of short-course and alternative-format golf**. Courses are also expanding engagement by including non-golf activities like bags tournaments, live entertainment, and shorter 6 or 9-hole events to appeal to broader audiences.

These trends align well with River Oaks’ strategic direction, offering meaningful opportunities to innovate, diversify revenue, and strengthen our role as a community recreation and entertainment destination.

GOLF SERVICES GOALS: Below are the five-year goals for golf services.

- ❖ Maintain rounds of 44,000+ rounds per year
- ❖ Grow and maintain 60 large golf tournaments and 100 small golf outings per year
- ❖ Introduce the game of golf to as many age and skill levels as possible through increasing quantity of lessons, camps, and clinics while increasing participation at each level of instruction
- ❖ Create different opportunities for golfers using underutilized space on the existing property

COMPETITIVE OVERVIEW: Below is an overview of rates of area golf courses surrounding River Oaks Golf Course & Event Center. Rates are studied annually to assure competitiveness with area golf courses of similar status.

Course Name	Google Rating	Weekday-18	Weekday-9	Weekend	Twilight	Cart	Twilight cart	Senior	Senior Cart	Tax incl
Bellwood Oaks	4.6	\$36.00	\$24.00	\$42.00	\$26.00	\$22.00	\$16.00	\$31.00	\$16.00	N
Clifton Highlands	4.6	\$32.00	\$22.00	\$50.00	\$32.00	\$18.00	\$12.00	\$32.00	\$12.00	N
Eagle Valley	4.3	\$45.00	\$28.00	\$52.00	\$36.00	\$21.00	\$18.00	\$32.00	\$18.00	N
Emerald Greens	4.1	\$43.00	\$29.00	\$46.00	\$25.00	\$22.00	\$16.00	\$30.00	\$12.00	N
Hastings GC	4.5	\$53.00	\$34.00	\$65.00	\$39.00	\$20.00	\$15.00	\$42.00	\$13.00	N
Hidden Greens	4.6	\$36.00	\$24.00	\$34.00	\$24.00	\$19.00	Inc.	\$20.00	\$13.00	N
Highland National	4.4	\$48.00	\$30.00	\$48.00	\$32.00	\$22.00	\$18.00	\$24.00	\$11.00	N
Inverwood	4.1	\$51.00	\$28.00	\$60.00	\$38.00	\$26.00	\$20.50	\$36.00	\$15.00	N
Keller	4.6	\$57.00	\$31.00	\$45.00	\$33.00	\$23.00	\$16.00	\$41.00	\$20.00	N
Loggers Trail	4.0	\$54.00	\$35.00	\$68.00	\$42.00	\$19.00	\$19.00	\$47.00	\$19.00	N
Oak Glen	4.4	\$46.00	\$19.00	\$57.00	\$42.00	\$18.00	\$18.00	\$36.00	\$18.00	N
Oak Marsh	4.3	\$46.00	\$31.00	\$51.00	\$30.00	\$21.00	\$15.00	\$34.00	\$16.00	N
Prestwick	4.4	\$95.00	\$57.50	\$95.00	\$50.00	\$21.00	\$10.00	\$44.00	\$16.00	N
Southern Hills	4.4	\$32.00	\$21.00	\$41.00	\$27.00	\$23.00	\$15.00	\$24.00	\$12.00	N
Valleywood	3.8	\$49.00	\$33.00	\$59.00	\$36.00	\$24.00	\$20.00	\$28.00	\$20.00	N
River Oaks	4.5	\$44.00	\$28.00	\$49.00	\$30.00	\$22.00	\$16.00	\$31.00	\$17.00	N
Averages	4.35	\$47.94	\$29.66	\$53.88	\$33.88	\$21.31	\$16.30	\$33.25	\$15.50	N

PROJECTED UPGRADES TO GOLF SERVICES: Over the course of the next five years, below are the upgrades we would like to incorporate into golf services.

Over the next five years, the golf operations team would like to expand our offerings to include a more robust and modern golf experience for guests of all ages and skill levels. This includes enhancing our practice facilities with improved range amenities and technology, introducing flexible and experience-driven league formats, creating more short-format and social play opportunities, and expanding programming that supports player development. We also plan to explore new technologies that streamline the golfer journey; from booking to check-in to on-course conveniences; while continuing to elevate course conditions and on-course amenities. These additions will help River Oaks remain competitive, grow engagement, and strengthen our position as a leading community golf destination.

Department Overview – Maintenance

SERVICES PROVIDED: The River Oaks Golf Course & Event Center maintenance department supports all aspects of the facility by assuring aesthetics and playability of the grounds and building maintenance.

Maintains Course Grounds	Equipment Maintenance
Irrigation Repair	Golf Shop Repair & Maintenance
Clubhouse Repair & Maintenance	Wedding Area Maintenance
Construction Of Special Projects	Course Projects
Landscaping	Course Planning

TRENDS IN GOLF MAINTENANCE: Over the next five years, golf maintenance operations across the industry are expected to continue shifting toward sustainability, efficiency, and the strategic use of technology. Courses are placing greater emphasis on environmental stewardship through precise resource management; most notably with **GPS-guided sprayers** that reduce chemical usage and improve application accuracy, as well as **smart irrigation systems** that monitor soil moisture and significantly lower water consumption. Advances in **autonomous equipment**, including robotic or nomadic mowers and autonomous ball collectors, are becoming more common as maintenance teams look for ways to optimize staff time.

Incorporating naturalized or **no-mow areas** is also an expanding trend, with facilities introducing native grasses and pollinator-friendly plantings to reduce inputs, enhance biodiversity, and improve course aesthetics. At the same time, many courses are re-evaluating design and maintenance priorities; such as **reducing bunker quantities**, improving cart paths, updating drainage systems/ponds, or selectively removing trees; to better allocate labor, equipment, and operating costs.

These trends align closely with River Oaks’ long-term goals of modernizing operations, improving environmental impact, and ensuring that maintenance practices remain both sustainable and financially responsible well into the future.

GOLF MAINTENANCE GOALS: Below are the five-year goals for the maintenance department.

Over the next five years, our maintenance operations team is focused on modernizing the course to elevate the player experience, strengthen safety, and improve long-term operational efficiency. Key priorities include installing expanded cart paths to improve traffic flow and protect turf, completing strategic bunker renovations while reducing overall bunker count to better balance playability and maintenance demands, improving our natural ponds and adding storm shelters to enhance guest and staff safety during severe weather. Alongside these capital improvements, we will continue finding ways to better allocate labor resources, streamline equipment usage, and implement practices that ensure the course remains both enjoyable and efficient to maintain.

EQUIPMENT REPLACEMENT PROGRAM: Replacing old equipment saves labor costs, reduces down time, and helps control fuel and fertilizer costs. On the next page is a chart that shows some of our larger maintenance costs over the past five years.

	2021	2022	2023	2024	2025
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Maintenance					
Fuel	\$28,479	\$43,340	\$36,018	\$31,184	\$32,240
Fertilizer	\$31,279	\$34,261	\$46,912	\$43,188	\$40,799
Equipment Repair	\$27,473	\$43,857	\$36,265	\$33,006	\$31,678

In 2026, River Oaks obtained a new fleet of golf carts that will reduce our fuel costs and equipment repair. With a consistent equipment replacement schedule, we have seen a reduction in equipment repair costs as well.

EQUIPMENT REPLACEMENT SCHEDULE: The projected five-year equipment replacement needs of the facility are as follows:

2026 Equipment ACTUAL PURCHASED	Golf ID	Trade-In Equipment	Age	Hours	Cost
Toro 648S walking aerator					\$40,603
Foley Reel Grinder 633		scrap old grinder			\$57,500
TURFCO TORRENT BLOWER		multiple trade ins, old equipment			\$3,890

\$101,994

2027 Equipment Planned	Golf ID	Trade-In Equipment	Age	Hours	Cost
Toro 4000D Rough Mower		4100D	22+	6000	\$125,000.00
Heavy Duty Turf Vehicle		John Deere 2030	26	3800	\$50,000.00

\$175,000.00

2028 Equipment Planned	Golf ID	Trade-In Equipment	Age	Hours	Cost
Fairway Mower - Toro 3555		John Deere 8500	11	3577	\$94,000.00
Tee Mower		John Deere 2500B	13	3800	\$66,000.00
Tee Mower		John Deere 2500B	13	3800	\$66,000.00

\$226,000.00

2029 Equipment Planned	Golf ID	Trade-In Equipment	Age	Hours	Cost
Surrounds Mower		Toro 4300	8	3000	\$96,000.00
Surrounds Mower		Toro 3500	8	3000	\$60,000.00

\$156,000.00

2030 Equipment Planned	Golf ID	Trade-In Equipment	Age	Hours	Cost
Fairway Mower - Toro 3555		Toro 5410	18	5400	\$94,000.00
Heavy Duty Turf w TopDresser		ProGator w TopDresser	23	2000	\$75,000.00

\$169,000.00

Department Overview – Clubhouse – The Eagles & Events

	2021	2022	2023	2024	2025
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Rentals					
Rentals	\$14,850	\$52,302	\$52,791	\$83,295	\$48,290

Food - Cost of Goods Sold					
Cost of Goods	\$138,058	\$167,545	\$194,755	\$177,576	\$205,513
Revenue	\$353,026	\$429,269	\$552,955	\$490,428	\$513,808
Total Expense	39.1%	39.0%	35.2%	36.2%	39.9%

Alcohol - Cost of Goods Sold					
Cost of Goods	\$74,977	\$79,030	\$88,400	\$94,357	\$90,381
Revenue	\$325,531	\$336,577	\$394,501	\$407,997	\$395,029
Total Expense	23.0%	23.5%	22.4%	23.1%	22.8%

NA Beverages - Cost of Goods Sold					
Cost of Goods	\$24,479	\$23,639	\$31,453	\$32,295	\$30,462
Revenue	\$51,552	\$64,578	\$58,918	\$57,707	\$50,998
Total Expense	47.5%	36.6%	53.4%	56.0%	59.7%

Overall Clubhouse - Cost of Goods Sold					
Cost of Goods	\$237,514	\$270,215	\$314,608	\$304,228	\$326,356
Revenue	\$730,109	\$830,424	\$1,006,374	\$956,132	\$959,835
Total Expense	32.5%	32.5%	31.3%	31.8%	34.0%

PAST PERFORMANCE:

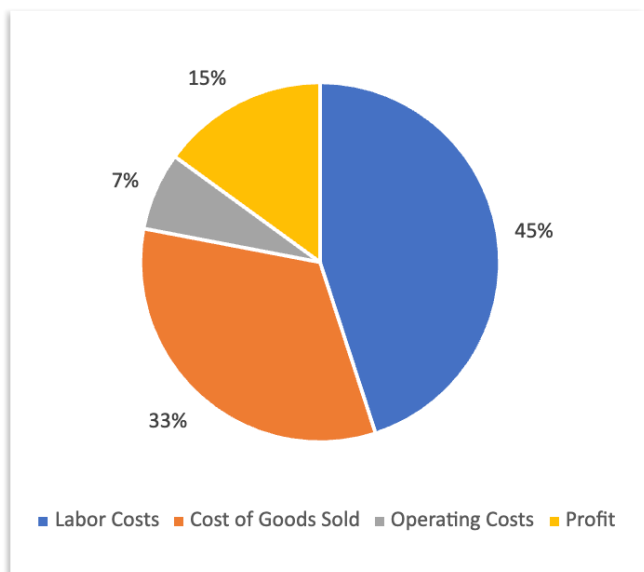
PRODUCT AND SERVICE OFFERING: Our clubhouse and surrounding area offers a full array of services to our guests.

Weddings	Various External Events	River Oaks Hosted Events
Grill/Patio	Beverage Cart	Catering
Bocce	Outdoor Bar	Fundraisers

TRENDS: Staying aligned with emerging trends is essential for ensuring that our Event Center, The Eagles Bar & Grill, and overall clubhouse operations remain relevant and competitive. Personalization continues to be one of the strongest and most consistent expectations from guests; people want experiences that feel tailored, meaningful, and unique to their occasion. At the same time, technology is rapidly reshaping how restaurants and event venues operate. Tools such as **QR-code ordering**, **self-service digital menus**, and ongoing **Toast POS enhancements** are improving order accuracy, increasing service speed, and elevating the overall guest experience by giving customers more control and convenience.

The restaurant and event industries are also seeing increased demand for eco-friendly practices, social responsibility, and transparency in sourcing. Culinary trends continue to favor creative, scratch-made food, expanded plant-based options, and food and beverage offerings that stand out from traditional menus. For events and banquets, clients are seeking more customized packages, unique themes, interactive food experiences, and flexible setups that reflect their personal style.

These trends present meaningful opportunities for River Oaks to further enhance service quality, speed, and guest satisfaction, while ensuring our clubhouse operations remain innovative, efficient, and aligned with the evolving expectations of today's customers.



CLUBHOUSE GOALS: Over the next five years, the clubhouse aims to significantly strengthen its financial performance, guest experience, and operational efficiency. Our primary goals include reaching \$1.5 million in annual sales by 2030, increasing our wedding business to an average of 25 weddings per year, and growing our overall number of events by 5 percent each year. Operationally, we plan to reduce labor expenses to 45 percent and maintain food costs at approximately 33 percent through improved controls, menu engineering, and strategic purchasing. At the same time, we will continue expanding the use of technology; including QR code ordering and enhancements within the Toast POS

system; to increase speed of service, improve accuracy, and elevate the customer experience throughout the clubhouse.

COMPETITIVE OVERVIEW: Below is an overview including available rates of wedding venues in the surrounding area. The data reveals that, we offer competitive rates compared to area venues with similar status.

Venue Name	Wedding Rental Cost	Ceremony Fee	Required Security or Setup/Cleanup Cost	Capacity	Able To Host Ceremony	In House Catering	Food & Beverage Minimum	Average Buffet Cost
Cedarhurst Mansion	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Confluence	\$10,000+	\$2,000+	Included	300	Yes	Yes	N/A	N/A
Hastings Golf Club	\$6,000	\$500 + \$4/chair	Included	250	Yes	Yes	N/A	\$29-\$36
Historic John P Furber Farm	\$10,295	Included	\$1,500	500	Yes	No	N/A	N/A
Hope Glen Farm	\$3,495+	\$3,495+	Included	300	Yes	No	N/A	N/A
Oak Glen Golf Club	\$2000 - \$6,500	\$500	Included	400	Yes	Yes	N/A	N/A
Oak Marsh Golf Course	\$3,200	\$600 - \$995	Included	300	Yes	Yes	\$5,000	N/A
River Oaks Golf Course	\$6,000	\$1,500	Included	225	Yes	Yes	\$4,500	\$30
Prestwick Golf Club	\$8,000+	N/A	Included	250	Yes	Yes	N/A	N/A
Tinucci's	N/A	N/A	Included	225	No	Yes	N/A	N/A
Wexford	\$4,000-\$6,000	\$750+	Included	400	Yes	Yes	N/A	N/A

****All rates are based on a Saturday event from May-October**

PROJECTED UPGRADES TO THE CLUBHOUSE:

Over the next five years, planned clubhouse improvements focus on elevating the guest experience and expanding our event and entertainment capabilities. Key enhancements include creating a more dynamic and comfortable patio environment, developing a flexible outdoor event space, and exploring the addition of a speakeasy-style venue to offer a unique and memorable gathering spot. These upgrades will strengthen River Oaks' appeal as a year-round destination for dining, social events, and community engagement.

Market Analysis

Market Analysis: 2026–2030

The golf, events, and food-and-beverage markets continue to evolve, and River Oaks is well-positioned to take advantage of emerging trends over the next five years. National participation in golf remains strong, with growth across multiple age groups and particularly among younger players. Industry data indicates that millions of golfers between 18–34 are actively engaged in the sport, and juniors; especially girls and minority youth; represent one of the fastest-growing segments. Female participation continues to rise, and senior golfers remain one of the most frequent-playing demographics. With golfers averaging over a dozen rounds per year nationally, and heavy play among older players, River Oaks can continue to attract a multi-generational audience through improved practice facilities, course modernization, and experience-driven programming.

In the events market, consumer behavior is increasingly shaped by personalization, convenience, and technology. Venue selection is heavily influenced by online reviews, word-of-mouth referrals, and search-driven discovery. Event planners now prioritize high-quality service, reasonable pricing, and strong technological capabilities such as Wi-Fi, AV systems, and digital planning tools. Weddings continue to be researched and booked primarily online, and couples increasingly seek venues that offer unique spaces, flexible packages, and memorable experiences. With ongoing improvements to the River Oaks event center, outdoor spaces, and food and beverage offerings, there is significant opportunity to grow weddings, corporate events, and social gatherings.

Restaurant trends also align favorably with River Oaks' direction. Quality remains the dominant driver for dining decisions, while consumers increasingly value creativity, scratch-made offerings, and plant-forward menu options. Technology plays a major role in shaping guest expectations; customers now expect online research, digital menus, efficient POS systems, and fast, accurate ordering; areas where solutions like QR-code ordering and Toast POS enhancements can strengthen speed of service and satisfaction. At the same time, high operating costs challenge restaurants nationwide, making efficiency, labor management, and menu engineering essential for long-term sustainability.

Taken together, these trends underscore strong opportunities for River Oaks to grow over the next five years by leveraging technology, expanding customer-focused amenities, elevating the golf and event experience, and aligning clubhouse operations with modern expectations. By continuing to invest in course improvements, personalized event offerings, and innovative food and beverage service, River Oaks is poised to strengthen its competitive position and expand its appeal to both golfers and non-golfers across the region.

INDUSTRY TYPE:

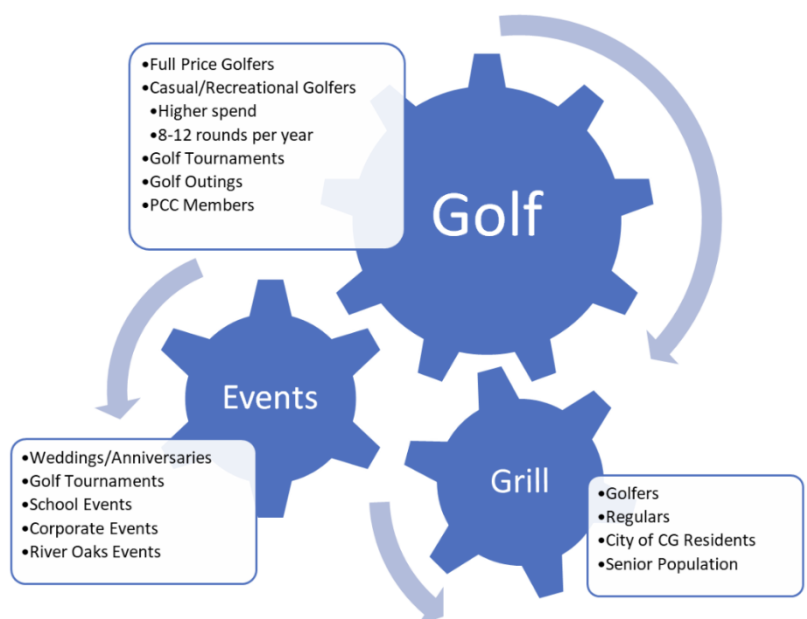
River Oaks operates in the golf and hospitality industries, with golfers and events serving as our primary revenue drivers. The Minnesota Golf Association lists approximately 160 golf courses throughout the Twin Cities region, creating a competitive landscape where facilities must differentiate through course conditions, customer experience, value, and amenities. Despite this level of competition, River Oaks continues to draw golfers from across the metro, demonstrated by our growth to **over 45,000 rounds in 2025** - a significant increase from the 33,000 rounds played in 2019. This upward trend reinforces our growing reputation and the appeal of our course, clubhouse, and outdoor amenities.

Within the events market, River Oaks competes with more than 500 venues across the Twin Cities, ranging from high-end luxury spaces to budget-friendly community halls. River Oaks falls within the reasonably priced category, offering excellent value by pairing competitive rates with a beautiful event center, scenic surroundings, and strong service quality. This positioning, combined with continued demand for weddings, corporate functions, and social gatherings, places River Oaks in a favorable position to grow event business over the next five years.

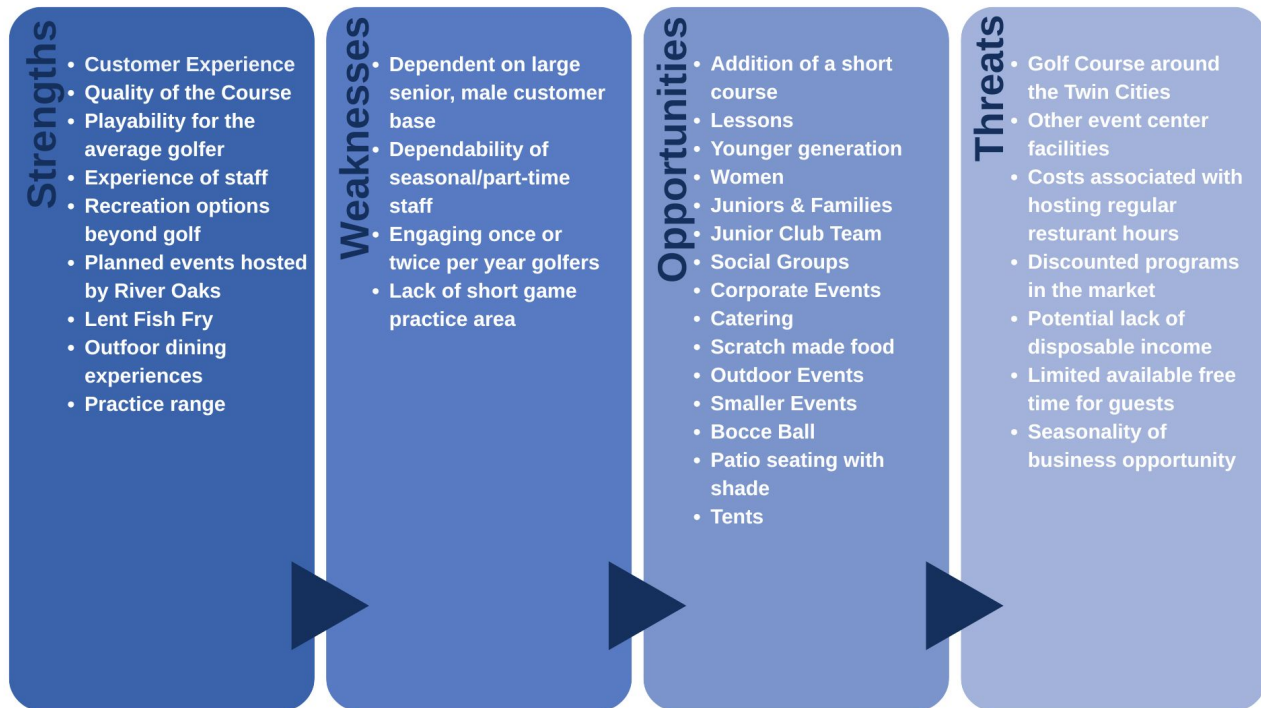
When considering food and beverage, the region's dining market is broad and highly competitive, with more than a thousand options available to consumers. Given our more remote location, The Eagles Bar & Grill functions as a seasonal destination, attracting guests with its unique setting, patio overlooking the course, and outdoor recreation amenities. Our strongest markets include golfers, local residents, and visitors from surrounding neighborhoods seeking a relaxed, scenic outdoor dining experience.

Collectively, these market dynamics show that River Oaks is well-positioned for continued growth. Strong golf demand, competitive advantages in event value, and a distinctive dining experience support long-term success as we continue modernizing facilities, expanding programming, and improving the overall guest experience.

MARKET SEGMENTATION: River Oaks has a broad range of target markets based on the three main functions of the facility. Overall, golf is the main source of revenue for the business with the lowest cost of doing business. Events with controlled expenses is our second most successful source of revenue. The grill has the highest variable costs associated with it thus making it the most challenging revenue source. Because we have a great facility and improving equipment, we continue to strive to improve our grill sales performance to non-golfers. Below is a breakdown by department of our target markets.



SWOT ANALYSIS:



STRENGTHS: Our main strengths are built on the customer experience and the quality of our golf course. We have long-term, experienced staff who know the customers by name and take pride in working at River Oaks. We also have built a reputation of dependability through our hosted events and other options that keep people coming back to visit.

WEAKNESSES: River Oaks has a largely senior, male customer base. Our practice facilities would benefit from improvement to the short game areas. Also, a majority of our staff is seasonal and although some have been here long term, we do have high turnover rates in some departments.

OPPORTUNITIES: There are untapped golf markets for us in the younger generations, women, juniors, and families. We have a great \$10 junior golf program that starts everyday two hours before dark where the junior and adult can golf all the holes they can get in for \$10. Adding a junior club team to our facility will also help to increase attracting junior golfers to the course. The addition of a short course and more lesson opportunities could help us tap into these markets. Targeting social groups and some of the local corporations for hosting off site events are also an opportunity that we need to approach. Increasing our catering business is a possibility because of the kitchen expansion. The kitchen expansion will also help us realize a savings in food costs with being able to easily prepare scratch-made food instead of having to purchase items premade. People are also now looking to host outdoor events and smaller events which we believe suits our facility well.

THREATS: Competition is always a threat and comes from other golf courses, event centers, and restaurants in the area. Operating the grill for regular hours beyond the golf season remains a challenge as we attempt to meet customer, community and performance indicator needs. We continue to study this area to identify methods for improvement. Specific to golf services, although we can't control disposable income or the amount of free time of our guests, we can avoid discounting fees and programs by providing experience value to our guests. The market has shown that once a course gets involved in the discount game, it is tough to maintain customers that pay regular rates.

Marketing & Sales Overview

KEY MESSAGES: Our facility tagline is “Elevating Golf, Dining, and Community Experiences”. Our focus is to create a great customer experience from the time a customer walks in the door to the time they leave our facility. That is true on the course, at an event, or in The Eagles Bar & Grill.

MARKETING ACTIVITIES: River Oaks has been working on branding and keeping up with the importance of AI Search and how LLM’s are controlling customer searches. A key focal point of that effort includes providing a clear and concise message about who we are and what a customer can expect when coming to River Oaks. Below is a chart of ongoing marketing activities. Specifics for each category are provided in the second chart.



Social Media

- Producing videos regularly
- Creating branded, original content regularly
- Paid advertisements

Word of Mouth/Referrals

- Starts by the guest having a great customer experience
- We need to start asking more for reviews and referrals

Search Engine Optimization

- Skol Marketing does an annual review for us to maintain our SEO

Website

- Maintaining a consistent message and branding
- Updating as things get changed, moved, added, or deleted
- Regularly mainting event calendar and online store for purchasing options

Facility Technology

- Digital sign on Highway 61 with varying messages based on what is happening at the facility
- State of the art GPS and bluetooth enabled golf carts with on screen advertising
- Handheld POS system
- Social indoor digital advertising boards in the bathrooms

Pay Per Click

- Skol Marketing manages our PPC
- We have a focus on golf during the golf season
- We have a focus on weddings all year long

Email Campaigns

- Working on getting all of guests in silos and segments to be able to target specific groups - targeting, segmentation, and automation of emails
- Can quickly create email campaigns with our partnership with TeeSnap

Cold Calling

- Reaching out to personal contacts to develop them into leads

Cottage Grove Reports

- Consistently providing information to be included each month
- Creating a reminder to all city residents that we are an ammenity for them with many different offerings

CG Area Chamber of Commerce

- Developing a partnership to become the go to facility to host events
- Networking ability with the business of Cottage Grove and surrounding areas

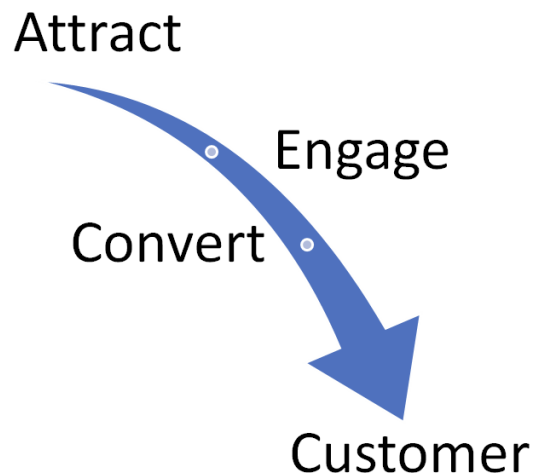
SALES STRATEGY: We strive to build a brand that is based on customer experience. We want to create a customer experience that is open to all. Every guest interaction we have is working to build that brand. We are a golf course first and foremost but with the addition of other areas of entertainment at our facility, we are able to target families and a younger generation with a fun, less traditional atmosphere where non-golfers can come for an enjoyable experience.

Building the River Oaks brand includes getting our logo on items en masse and into the hands of our customers. The logo to the left is what we have been promoting through different branded items that are for purchase in our golf shop. You will see the same logo used throughout our marketing and around the course and facility including on carts, flags, entry doors, uniforms, etc.



Branding our facility requires training of our staff to be able to sell the brand, the facility, and the experience to our guests. For every potential sale there needs to be a staff member who is qualified to sell every aspect of the experience to the guest. We hold ongoing training for our staff members on selling and improving the customer experience.

When we are looking at sales, there are three main steps to gaining a customer. Those include attracting the right guests, engaging them where they are, and converting them to become a customer.



ATTRACT: River Oaks utilizes all of the tools listed in our marketing plan to attract customers

ENGAGE: We engage customers by building relationships with them through presenting our brand, asking questions and actively listening. Part of this step is adding value to an experience without necessarily expecting anything in return.

CONVERT: In this step, we overcome objections and ask for the sale. Once a guest becomes a customer and sees value in the experience and services provided, that is when we seek reviews and referrals. These conversions to be a part of our core customer family is what keeps the business solvent.

2026 – 2030 Projections

PROJECTIONS:

	2026	2027	2028	2029	2030
Golf Shop					
Revenue	\$2,237,000	\$2,326,480	\$2,419,539	\$2,516,321	\$2,616,974
Expense					
- Personal Services	\$515,000	\$530,450	\$546,364	\$562,754	\$579,637
- Commodities	\$32,000	\$32,960	\$33,949	\$34,967	\$36,016
- Contractual	\$450,000	\$463,500	\$477,405	\$491,727	\$506,479
- Capital	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
- Financing					
Total Expense	\$1,017,000	\$1,046,910	\$1,077,717	\$1,109,449	\$1,142,132
Maintenance					
Revenue	\$0	\$0	\$0	\$0	\$0
Expense					
- Personal Services	\$545,000	\$561,350	\$578,191	\$595,536	\$613,402
- Commodities	\$152,000	\$156,560	\$161,257	\$166,095	\$171,077
- Contractual	\$86,520	\$89,116	\$91,789	\$94,543	\$97,379
- Capital	\$125,000	\$175,000	\$225,000	\$155,000	\$170,000
- Irrigation	\$92,812	\$137,000	\$138,375	\$134,625	\$135,750
- Financing					
Total Expense	\$1,001,332	\$1,119,026	\$1,194,611	\$1,145,798	\$1,187,609
Clubhouse					
Revenue	\$1,300,000	\$1,404,000	\$1,516,320	\$1,637,626	\$1,768,636
Expense					
- Personal Services	\$682,000	\$702,460	\$723,534	\$745,240	\$767,597
- Commodities	\$38,000	\$39,140	\$40,314	\$41,524	\$42,769
- Contractual	\$512,000	\$527,360	\$543,181	\$559,476	\$576,261
- Capital	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
- Financing					
Total Expense	\$1,252,000	\$1,288,960	\$1,327,029	\$1,366,240	\$1,406,627

Overall					
Revenue	\$3,537,000	\$3,730,480	\$3,935,859	\$4,153,946	\$4,385,609
Inv Interest Revenue	\$20,000	\$22,500	\$25,000	\$27,500	\$30,000
Expense	\$3,270,332	\$3,454,896	\$3,599,357	\$3,621,487	\$3,736,368
Credit Card Fees	\$76,772	\$79,075	\$81,447	\$83,891	\$86,408
Profit/Loss	\$209,896	\$219,009	\$280,054	\$476,069	\$592,834

Revenue based on 4% growth in the golf and 8% growth in the clubhouse year over year
Expense based on 3% growth for personal services, commodities, and contractual expenses

CONCLUSION: River Oaks strives to remain fiscally responsible while providing many amenities to our customers. Our goal is to grow revenue faster than expenses while continuing to maintain the quality of the course, facility, and the customer experience.

Date: February 23, 2026



River Oaks Golf Course & Event Center
11099 South Hwy 61, Cottage Grove, MN. 55016

Course Improvement Study

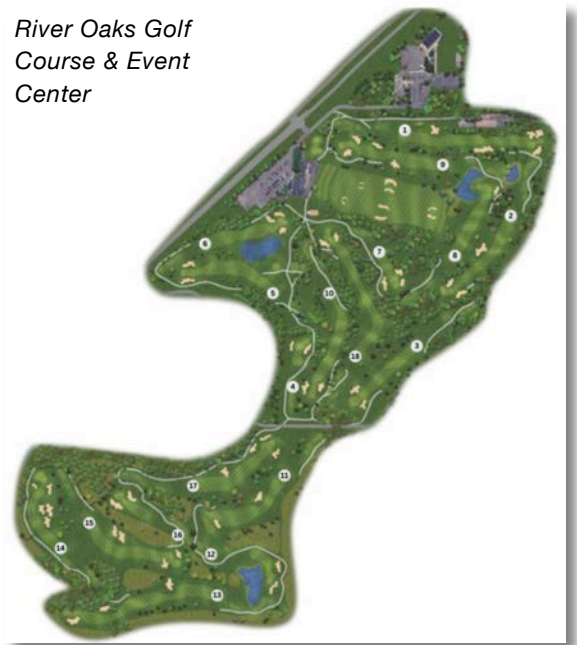
Submitted to: Mr. Dennis Neitz, Golf Course Manager
Mr. Joel Hanson Golf Course Superintendent

Prepared By: Garrett Gill, ASGCA
Gill Design, Inc., Golf Course Architects
W7843 810th Ave., River Falls, WI. 54022

Introduction: Gill Design, Inc. (GDI) was retained by the City of Cottage Grove, River Oaks Golf Course and Event Center on September 18, 2025, to prepare multiple strategies and concepts for improving five main areas of the facility as identified by golf course staff. The five areas studied are:

1. **Practice putting greens** – expand main green east of clubhouse.
2. **Practice range** – increase turf tee area of main teeing ground; enhance instructional and practice area at south end of range; add practice sand bunkers for green-side and fairway bunker practice; consider all weather tee line option
3. **Short game area** – study options to create practice opportunities in area by pump house, nursery green and old hole 5 tee. Add secondary putting green north of No. 10 tee
4. **Hole 5 remedies** – study options to address safety issues with errant shots and adjoining property
5. **Non-golf amenities** – study options to expand bocce courts, add pickle ball courts, enhance outdoor patio areas to include fire pits and water feature

River Oaks Golf
Course & Event
Center



from website <https://riveroaksmunigolf.com/>

Course Background: River Oaks Golf Course and Event Center (ROGC&EC) is an outstanding, well managed and maintained 18 hole facility designed by Don Herfort. The course was built in 1992 and features rolling, wooded terrain, numerous sand bunkers, a large practice range, and has scenic, picturesque views of the Mississippi River from the clubhouse.

ROGC&EC serves and provides community event space and frequently hosts weddings, special occasions, and seasonal and corporate events. ROGC also offers, for community use, four outdoor bocce ball courts and event space. For more information about the facility, refer to the website <https://riveroaksmunigolf.com/>.

Summary of Report: Following is a summary of the improvements developed for the five areas. The recommendations are based on multiple sketch plan and concept reviews, and discussions with golf course staff.

ROGC&EC staff members participating included:

- Mr. Dennis Neitz, General Manager
- Mr. Joel Hanson, Golf Course Superintendent
- Mr. Barrett Boe, PGA Golf Professional
- Mr. Andrew Sonn, Grill Manager

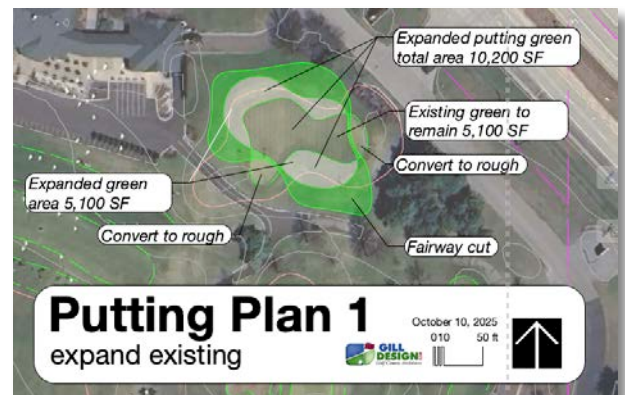
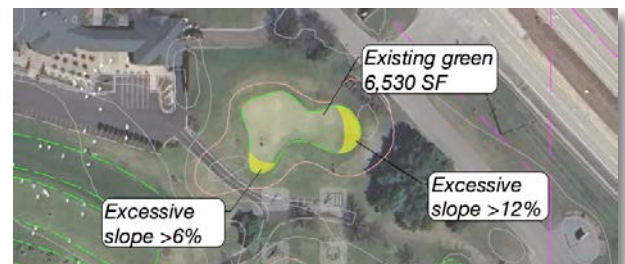
1 Practice Putting Greens: The existing putting green east of the clubhouse is approximately 6,530 square feet (SF). There are two areas within the green unsuitable to place putting cups due to excessive slopes thus reducing the usable size of the green. The size of the existing green is too small for the number of rounds played and the high volume of traffic it receives. The target size of the green should be between 7,000 SF or larger.

Two options were presented to increase the size of the existing green and the extent of putting cup space. **Putting Plan 1** expands the existing green to approximately 10,200 SF utilizing 5,100 SF of the existing green surface. The steep slope regions of the existing green would be converted to collar area, fairway or rough for pitching or chipping practice.

Putting Plan 2 would rebuild the entire green resulting in an entirely new 12,000 SF putting green with expanded pin set or putting cup area. There remains ample space for pitching and chipping practice.

Either plan expands the extent of usable green surface. Utilizing the central section of the existing green would be less expensive compared to building an entirely new green.

Summary: After reviewing the options to expanding the existing putting green, staff decided it would be better to leave the existing green as it is and focus resources on constructing a new putting green near the 10th tee area.



2 Practice Range: The existing practice range is very popular and heavily used, resulting in degraded turf conditions. Staff struggles with keeping turf on the range tee and frequently resorts to utilizing the relatively flat fairway area immediately south of the lower tee as additional practice tee area. Even using the fairway area as tee, there is insufficient tee area to maintain a reasonable quality of turf. The combined area, including the fairway area, is approximately 28,750 SF.

The existing tee at the south end of the range is used for occasional instructional purposes.

Staff would like to consider the relocation of the existing TopTracer system to an 8-10 station 3-season covered facility, and they would like to see the addition of a nursery green south of the existing hole 7 tee area. At present the course has limited nursery green surface for repairs.



Two options were discussed and reviewed. Both **Range Plan 1** and **Range Plan 2** reflect the addition of a 6-8 station TopTracer studio and a 32 station all weather synthetic turf tee line to be used during wet turf conditions or provide recovery time for the turf tee areas.

Range Plan 1 reflects:

- Single level 41,000 SF north tee,
- Expansion of the south tee with a 20 station synthetic turf tee line,
- Four (12'x70') practice sand bunker bays,
- Practice green complex with sand bunkers that serves as a nursery green, and
- Service/support building with a restroom



Range Plan 2 reflects:

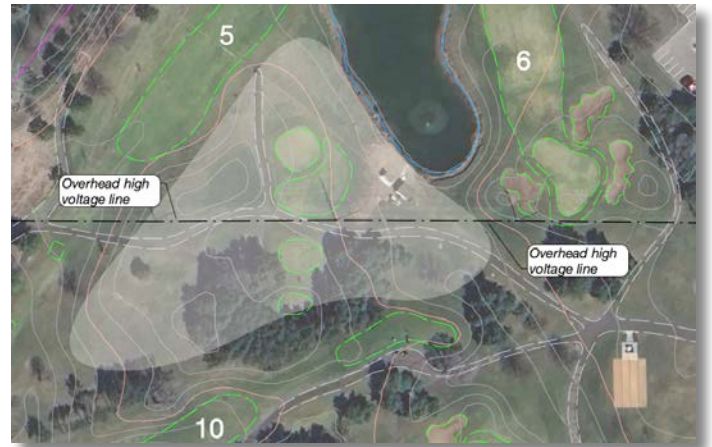
- Two level 38,000 SF north tee, and
- Nursery green/fairway area that could also serve as a remote practice or instructional area.

Summary: After reviewing the potential options, Staff has concerns on safety on the improvements to the south tee due to errant golf shots on hole 8 entering the tee area and does not feel any additional improvement to the south tee is necessary at this time.

Staff prefers **Range Plan 2** with the bi-level, two tiered tee with the TopTracer studio and nursery green/fairway area.

3 Short Game Area: Staff has identified a triangular shaped area approximately 2.5 acres in size formed by Holes 5, 6 and 6 that could be utilized as a much needed short game practice area. The area formerly served as the 5th tee for Hole 5 and now serves as a nursery area and impromptu practice area used occasionally. The existing high voltage overhead power-line transverses the area and cannot be moved.

Two options were discussed and reviewed.



Both **Short Game 1** and **Short Game 2** reflect the incorporation of a 7,700 SF practice putting green in the area of Hole 10 tee to augment the existing putting green near Hole 1 tee, as practice sand bunkers, fairway / approach areas accommodating up to a 50 yard shot, realignment of the service path bringing golfers into the short game area, and tree plantings to buffer the area from hole 5 tee.

The two options differ in the green area. **Short Game 1** reflects two practice greens totaling 7,000 SF in size. **Short Game 2** reflects one large 14,000 SF green that could also be used as a putting course in conjunction with the proposed putting green.



Summary: Staff prefers **Short Game 1** because it provides more separation and greater opportunity for use by more golfers.

Short game area and putting green improvements would not disrupt play of the golf course during its construction.

Both options provide for golfers to practice:

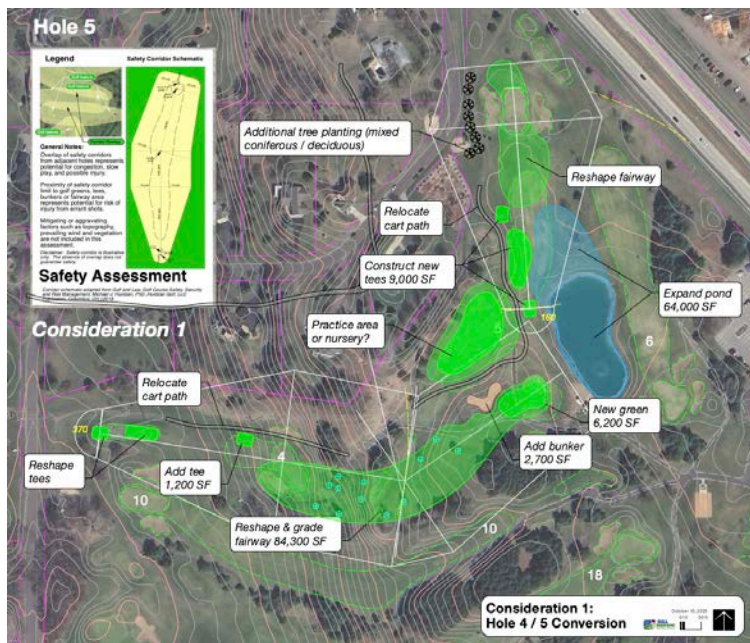
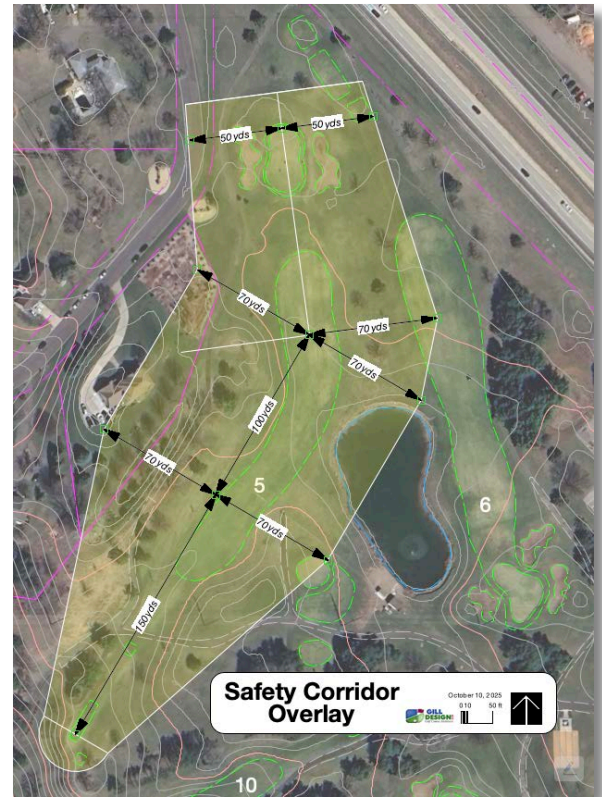
- Sand bunker shots at varying distances
- Lobbing, pitching and chipping shots from fairway or rough conditions at varying distances
- Putting skills

4 Hole 5 Remedies: Over the years staff has received numerous complaints from homeowners regarding errant golf shots from Hole 5 tee and fairway going west into adjoining property.

GDI generated the safety corridor overlay for Hole 5 which illustrates the potential conflict areas. The corridor overlay is adapted from Golf and Law, Golf Course Safety, Security and Risk Management, written by Michael J. Hurdzan, Ph.D., Hurdzan Golf LLC. The overlay does not take into account mitigating factors such as topography, prevailing wind and existing vegetation.

The overlay does depict the potential for conflict with the adjoining property to the west.

GDI explored two basic considerations to address the conflict with adjoining property. **Consideration 1** converts Hole 4 to a par 4, and Hole 5 to a par 3. **Consideration 2** retains the structure of Hole 5 as a par 4 and make revisions to the hole, improves safety and reduces conflict with adjoining property.



Summary: After review and discussion with staff, the decision was made to work within the intent of **Consideration 2** and keep basic framework of Hole 5 as it is and make adjustments and improvements to reduce the conflict with adjoining property owners. This decision is based on:

- Reserving space for the addition of a short game area. Extending Hole 4 to play as a par 4 utilizes much of this area
- Hole 4, as a par 4, and Hole 5 as a par 3, will work functionally but would not improve the golf experience
- Converting Hole 4 to a par 4 would be more expensive with additional artwork, greens construction, and restoration.

Consideration 2 maintains the original character of the hole and reduces the conflict with adding property by:



- Regrading the hillside east of the forward tees allowing for the realignment of the tees and fairway landing area. This improvement improves the visibility of the existing irrigation pond and aids in directing golf shots away from the property line.
- Adding tree plantings and relocating the cart path to increase the buffer space and barrier to the property line.
- Adding a new pond to increase the amount of stored irrigation water, to protect the dogleg point, and to provide a deterrent for golf shots attempting to drive the green.

5 Non-golf Amenities: Staff would like to expand the non-golf amenities stated in the introduction. This includes adding pickle ball courts, adding 3 season covered space for events, fire pits, and expanding the outdoor patio at the bocce ball courts, expanding the covered concession area, and adding restrooms in the area.

Staff expressed the primary concern of maintaining the picturesque view of the Mississippi River from the clubhouse area and utilizing the existing septic field area immediately west of the clubhouse.

Staff has investigated and determined the septic field area can be relocated and the area used for event space.

In 2024 ROGC&EC retained Bolten and Menk to prepare a master plan for upgrading the non-golf amenities. The Bolten and Menk plan relocated the bocce ball courts, added space for two pickleball courts that can also serve as

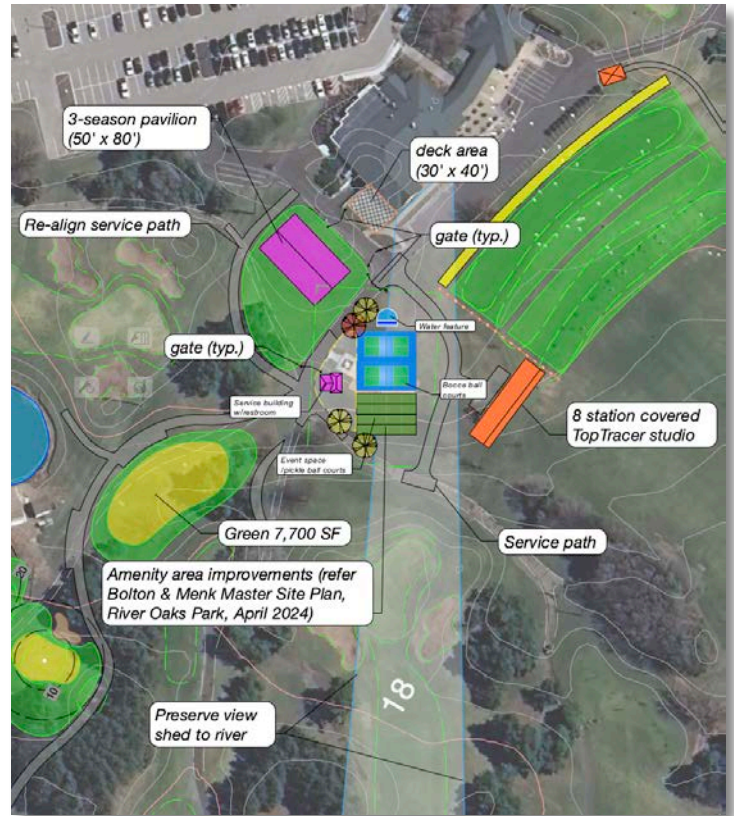


event space, expanded the concession area, added water features, and spectator seating areas.

Summary: GDI provided additional concepts for this area, but after review and discussion, staff preferred the Bolten and Menk Master plan with some additions to area to maximize its use and to expand event space.

Key elements in the non-golf amenities include:

- 3-season pavilion (50'x80') in area of existing septic field with expanded lawn area for events
- A deck element (30'x40') off of the clubhouse to link with the 3-season pavilion area
- A realignment of the service path from 6th green area to the 7th tee area and the addition of a new service path leading from the clubhouse area to the covered TopTracer facility and the 18th green.
- A series of gates to control golf car traffic for non-golf events reducing conflict with golfers and providing a more exclusive space for special event guests.



The **Preliminary Plan** reflects all of the proposed improvements together.

The **Preliminary Plan** is approximate in scope and character. The final design of the various elements will be determined as the implementation of the suggested

improvements unfold. Similarly, phasing and estimating the cost of the improvements has not been determined. The phasing and cost estimating of the project will be established when the final scope of the various improvements the golf course have been determined.

The suggested improvements will:

- **Putting Green:** Adds a second putting green near the 10th tee area to better provide for the opportunity to practice putting and provides the needed amenity for golfers waiting, or starting from the back nine. This green will also serve as an instructional element and as part of the proposed short game practice area.
- **Practice Range:** Expands the practice range tee area to provide improved turf conditions; adds a synthetic turf tee line for use during wet turf conditions, event days, or to allow time for the turf regeneration; provides for enhanced 8 station covered TopTracer studio, and the incorporation of automatic robotic ball picking, washing, and ball delivery system.
- **Short Game Area:** Adds a desired short game practice area with space to practice sand shots, lobbing, pitching, chipping, and putting practice over varying terrains like those found on the golf course.
- **Hole 5 Remedy:** Suggested improvements to the hole increases the safety and reduces the likelihood of errant golf shots from entering adjacent property. The revisions include re-aligning the tees and golf car path, opening up and shifting the fairway, adding protective trees, and placing a heroic water hazard at the target landing area. Adding the new water feature and reshaping, and dredging the existing irrigation pond increases the water storage capacity of the irrigation system and reduces draw down bank erosion which is also needed.
- **Non-Golf Amenities:** These suggested improvements enhance the use of the facility for non-golf community functions and after golf activities. Bocce ball and pickle ball have been very popular in the community. Adding deck space, a 3-season pavilion, and pickle ball courts, which will also serves as event space, and will greatly add to the versatility of the use of these spaces by the facility and the community.

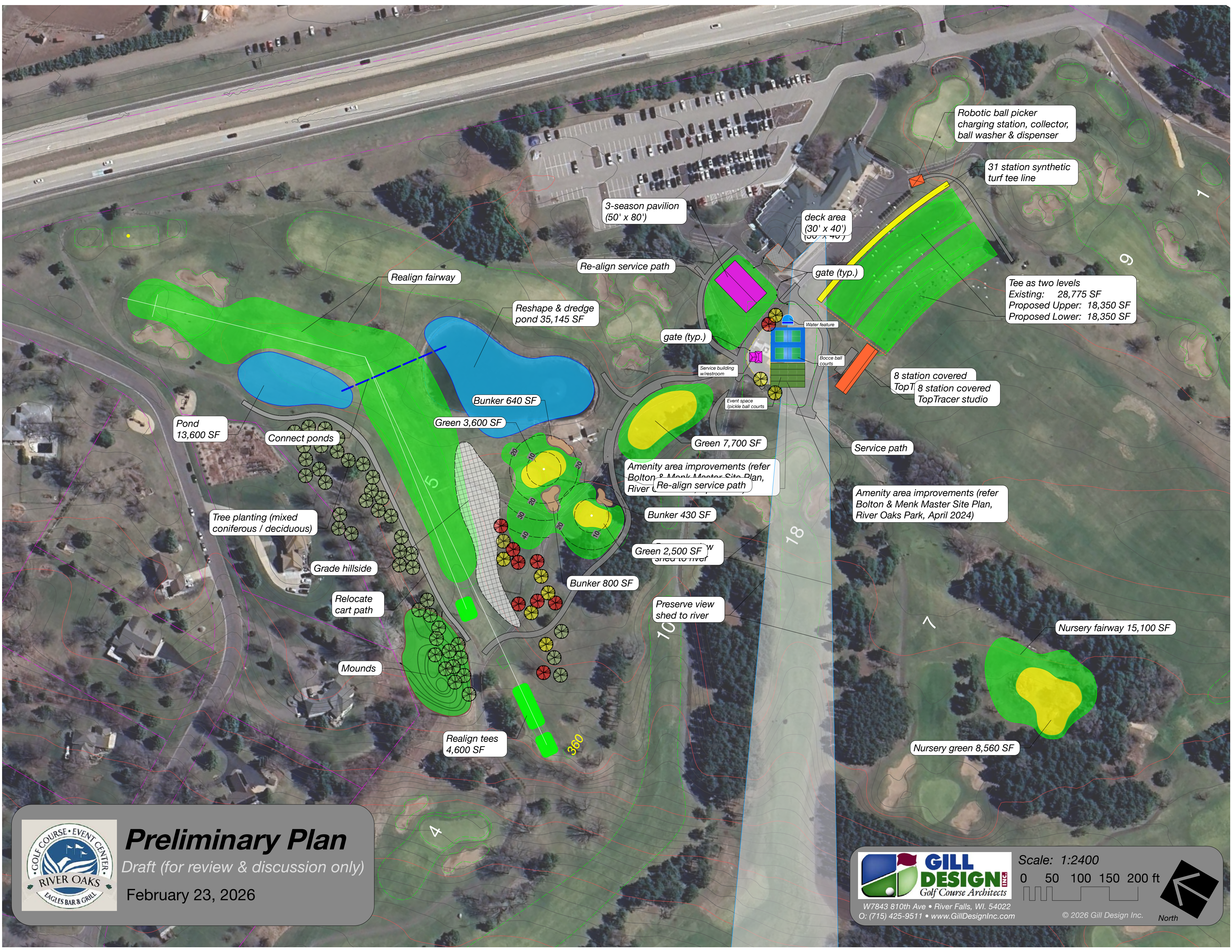
Gill Design Inc., appreciates the opportunity to work with River Oaks Golf and Event staff on this project. They have been very responsive in providing background, design review, and making suggestions for improvement.

Respectfully submitted,



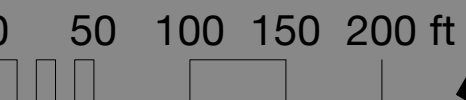
Garrett Gill, Golf Course Architect

Enclosure: Preliminary Plan



Preliminary Plan
 Draft (for review & discussion only)
 February 23, 2026


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Scale: 1:2400
 0 50 100 150 200 ft

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